

All-staff + Advisory Committee Work Session

Options Development — Fort Worden State Park Long Range Plan

Purpose

Review progress of long-range planning for Fort Worden.

Offer advice on two options proposed for long-range redevelopment of Fort Worden.

Agenda

September 21, 2006

All-staff: 11:00 am – noon

Advisory Committee: 11:00 am – 1:00

11:00 – 11:30 **Presentation**

- *Review of planning to date*
- *Why no action alternative is not viable*
- *What stays the same*
- *Option 1: Life-long Learning Center*
- *Option 2: Retreat & Conference Center*

11:30 – 12:00 **Stations**

Circulate among stations, providing feedback to the station facilitator. A bell will sound every 6 minutes to indicate it is time to move to another stations.

12:00 – 1:00 **Advisory Committee Meeting**

Stations

Life-long Learning Center

Retreat and Conference Center

Facilities

- *What facilities improvements would be the same for both options?*
- *What facilities improvements would be different for each option?*

Operations

- *What operational changes would be the same for both options?*
- *What operational changes would be different for each option?*

Financial

- *What financial implications would be the same for both options?*
- *What financial implications would be different for each option?*

Public Workshop

Options Development — Fort Worden State Park Long Range Plan

Purpose

Review progress of long-range planning for Fort Worden.

Offer advice on two options proposed for long-range redevelopment of Fort Worden.

Agenda

September 21, 2006

6:00 – 8:00 pm

6:00 – 6:10 **Meet & Greet**

6:10 – 7:00 **Presentation**

- *Why we are developing a long range plan?*
- *Review of planning to date*
- *Why no action alternative is not viable*
- *What stays the same*
- *Option 1: Life-long Learning Center*
- *Option 2: Retreat & Conference Center*

7:00 – 7:40 **Stations**

Circulate among stations, providing feedback to the station facilitator. A bell will sound every 6 minutes to indicate it is time to move to another stations.

7:40 – 8:00 **Report Out**

Stations

Background

- *process diagram*
- *vision, mission, values*
- *thematic models*

Life-long Learning Center

Retreat and Conference Center

Facilities

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Operations

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The Life & Times of Fort Worden



Timeline

- | | |
|------|---|
| 1855 | Fort Wilson erected at current site of Fort Worden, abandoned in 1856 |
| 1888 | Construction of Alexander's Castle |
| 1904 | Construction of 23 buildings at Fort Worden, including barracks |
| 1920 | Balloon Hanger constructed |
| 1953 | Official closure of Fort Worden as military fort |
| 1958 | Fort Worden opened as a diagnostic and treatment center |
| 1971 | Official closure of Fort Worden as a Treatment Center |
| 1973 | Fort Worden State Park Conference Center dedicated |
| 1991 | McCurdy Pavilion dedicated |
| 1999 | Officer's Row restored |
| 2000 | Visitor's Center opens in Guardhouse |
| 2000 | Parade Grounds resurfaced and replanted |
| 2002 | Centennial Celebration of Fort Worden |
| 2003 | Search light tower removed |
| 2005 | Fort Worden Vision, Mission and Values developed |
| 2006 | Long-range planning commences |

The Life & Times of Fort Worden

Deteriorating Facilities

- Inadequate facilities and amenities, antiquated technology capabilities for conferences and guests, and limited funding constrain Fort Worden from achieving its vision of being a “legendary gathering place.”

Increasing Demand

- Increased visitor demand places even greater strain on existing facilities and staff resources.
- Without rehabilitation, park could be “loved to death.”

Centennial Planning

- Parks Commission requires all Washington State Parks develop a long-range plan for the 2013 Centennial Celebrations.
- The Fort Worden Program Development, Historic Preservation and Business Plan will guide the future development of the park and shape the visitor experience for generations to come.

Nurturing What's Best

- Fort Worden is a unique historical and natural resource in Washington, with unifying physical characteristics that provide the essential identity and context in which diverse activities can occur.
- Build on the remarkable diversity and richness of experience that already exists at the park.
- Develop options which deliver upon and support the vision, mission, and values of Fort Worden and Washington State Parks.
- Operate and develop options within the broader context of a 434-acre state park with an astonishing array of ecosystems and fully accessible to visitors who just want to explore and delight in the site.



Policy Guidance for Fort Worden

Vision

Fort Worden is a legendary gathering place where people from around the world are transformed through retreat, renewal, and discovery.

Mission

Fort Worden is Washington's state park and conference center for recreation, arts, culture, history and the environment. It is a confluence of creative learning, recreation, and retreat opportunities, for people of all ages, abilities, and backgrounds.

Fort Worden is a partnership of the Washington State Parks and Recreation Commission, the Washington State Arts Commission, resident cultural institutions and business, and major funders, achieving financial vitality through coordination and collaboration.

The partnership

1. Promotes personal growth and professional development through conferences, workshops, performances, exhibitions and special events for individuals and groups;
2. Develops and manages businesses that fund annual operations;
3. Attracts public and private funding for capital projects and endowments;
4. Restores, preserves, and interprets the significant historical, cultural and natural resources

Values

Stewardship

Fort Worden develops, cares for, and manages the park and serves visitors, volunteers, and donors through local, native, and sustainable environments and economies. Activities, programs, and individual visitor experiences at Fort Worden are framed around discovery of, attentiveness to, education about, and deep appreciation of its specific natural, cultural, and historical environments.

Integration

The economic vitality the park is a direct function of the economic vitality of all the park partners. All businesses, programs, and services at the park are dynamically integrated in active demonstration of shared and interrelated and core values and economic strategies.

Learning: Creativity & Discovery

Fort Worden serves individuals and gatherings dedicated to preserving and revitalizing cultural traditions, taking creative risks, and generating new practices, ideas, and conversations.

Culture of Hospitality

Programs, services and facilities are designed, developed, and promoted to attract, welcome, and be accessible to all individuals Fort Worden whose interests are aligned with the missions, visions, and values of Fort Worden partners.

Play

A commitment to individual health, renewal, and transformation is enhanced by maintaining open space and facilities for retreat and enjoyment as well as self-directed and organized outdoor skills programs that heighten respect of natural and cultural environment.

No-action is NOT an alternative!

Facilities in Decline

Many of the historic buildings are deteriorating beyond normal wear and tear.

Existing conditions prevent fort from achieving its vision of being a “legendary gathering place.”

Most facilities require investment in capital improvements beyond cleaning and routine maintenance.



Effect on Operations

Deteriorating infrastructure prevents full function of park operations.

Increased visitor demands strain resources of staff, partners and volunteers.

Condition of facilities and level of visitor service will continue to deteriorate until it's no longer viable to operate.



Business as Usual Won't Last

Substantial new funding required to preserve park functions.

Large funding increase from State Parks is unlikely.

Need to pursue new, creative methods to rehabilitate and operate Fort Worden.



Long-Range Planning at Fort Worden

Ensuring the Fort's Continued Health and Vitality

This five phase process will engage the public to plan for the long-term rehabilitation and development of Fort Worden.

PHASE I — COMPLETED

Start Up

4/05 – 2/06

PHASE II — COMPLETED

Scoping & Contract Development

2/06 – 3/06

PHASE III — IN PROCESS

Conceptual Facilities, Programs & Services Planning

3/06 – 1/07

PHASE IV

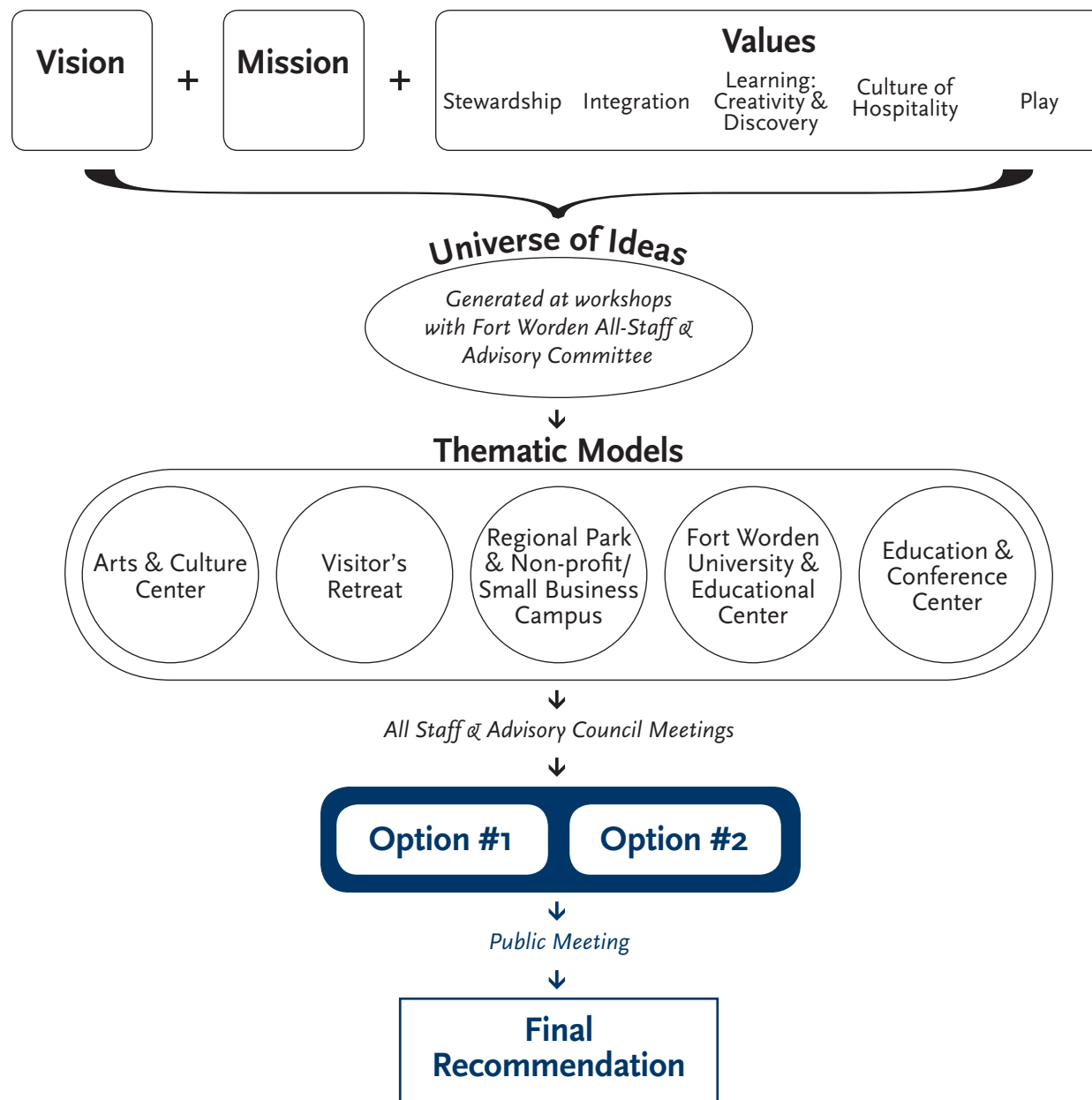
Detailed Planning

1/07 – 6/09

PHASE V

Implementation

6/07 – 6/17



Five Thematic Models

*The entire
“Universe of Ideas”
was sorted into five
“Thematic Models”
for evaluation.*

Arts & Culture Center

For amateur and professional artists and their audiences. Programs range from evening concerts to residency art training.



Visitor's Retreat

Destination to recharge and recreate, offering diverse recreational and cultural activities suited to a wide variety of visitors.



Regional Park & Business Campus

Visitors enjoy the park's diverse recreation and cultural activities.

Small businesses and non-profit organizations enjoy affordable office/studio space and subsidized facilities for private use.



Fort Worden University

University and education center providing a diverse range of classes for accredited degree programs and continuing education for students of all ages and backgrounds.

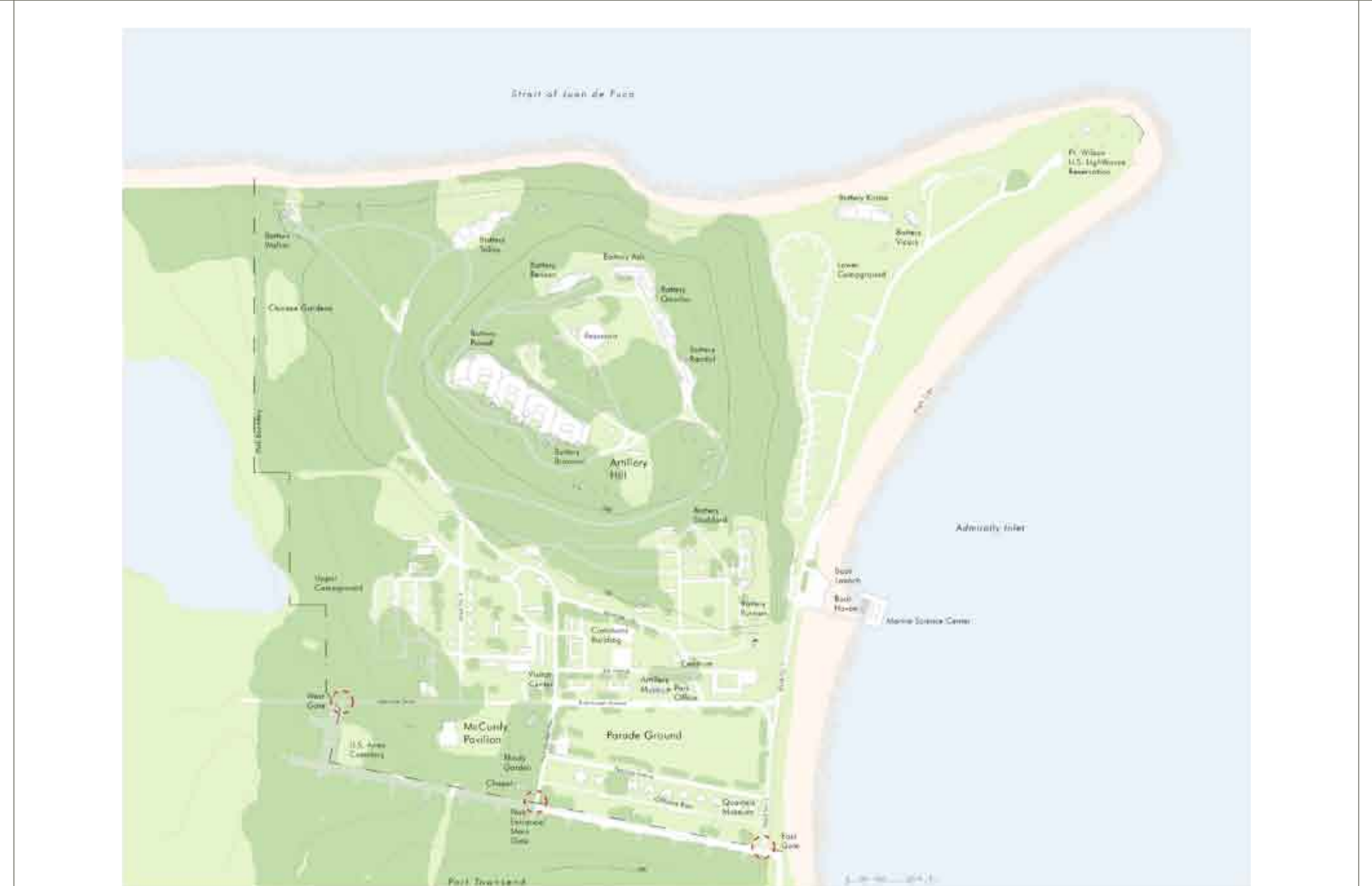


Conference & Education Center

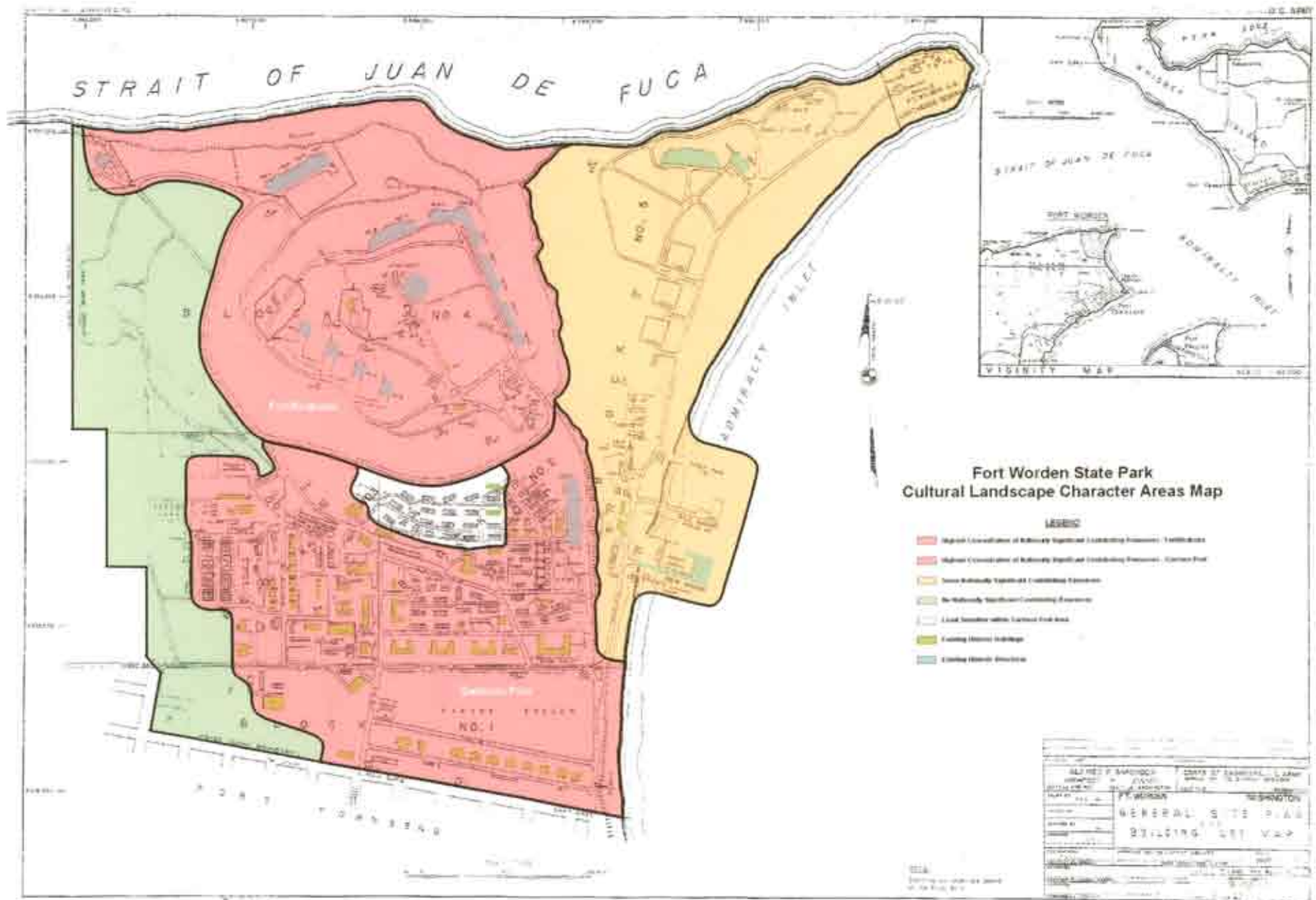
Providing meeting space for businesses and individuals seeking high-quality facilities, a pristine location and environmentally sustainable practices.

The fort programs events and conferences to promote environmental learning.





Cultural Landscape Character Areas



[illegible]

Existing Facility Use



Existing Landscape Units & Edges



Potential Use Zones



Fundamental Assumptions & Givens

Change will respect all that is held near & dear.

Stewardship

- Remain as a National Historic Landmark
- All existing museums remain open
- Partners or organizations operating at Fort Worden are aligned with values
- Adaptive re-use and renovation whenever possible
- Some programs and events at Fort Worden highlight the history of the fort
- Some programs and events at Fort Worden highlight natural resource conservation

Accessible to all

- Park remains accessible for day use.
- Day use remains free of charge.
- Employ universal design principles whenever possible.

A self-sustaining future

- Goal to make Fort Worden run in an financially self-sufficient manner, independent from financial support by the Parks Department

Baseline Improvements

Site & Facilities

- Restore or mothball existing structures to ensure structural soundness.
- Employ universal design to meet ADA compliance.
- Remove or treat hazardous materials such as lead paint.
- Modernize meeting spaces and accommodations.
- Upgrade utility and systems infrastructure.
- Support the natural environment by restoring and enhancing existing natural areas, removing invasive species and programming specific areas for field activities.

Operations

- Explore creation of an independent entity to manage programming, marketing, improvements, and procurement on behalf of the park, its partners and users.
- Increase staffing to improve service in all aspects of parks operations.
- Review existing contracts with vendors and service providers to create incentives for marketing and increasing users for day and overnight programming.
- Institute a higher level of cleanliness in facilities and accommodations.
- Integrate programs by developing a master calendar of events with widespread distribution.



Option #1: Life-long Learning Center

Who would come & what they would do

Fort Worden, itself, is a “learning laboratory” where the site — historic buildings and grounds, natural areas and waterfront — is a focal point for understanding our place in the universe. As a center for life-long learning, it represents a confluence of creativity and experimentation. A hallmark of the park is its commitment to cooperation and stewardship — with its producing partners and the community of Port Townsend.



Target Market

- Cultural and educational institutions, performing and visual artists, writers, filmmakers, teachers, audiences for all artistic disciplines, arts-interested public for related conferences and training programs.
- Visitors from the North Olympic Peninsula region seeking traditional historical park experience and members, clients, and customers of non-profit organizations and small businesses.
- Individuals and small groups from around the country seeking a variety of educational opportunities.
- Resident partners put on events that attract an external public audience
- Target a broad swath of market as a destination for multiple days.



Activities

Fort Worden offers opportunities for intensive experiences in the arts, humanities, environmental education and marine sciences designed to engage participants of all ages. Nationally recognized resident organizations present multi-day and seasonal programs that may include performances, exhibitions or festivals attracting the general public.

Artists, writers, scientists, environmentalists, musicians, dancers, filmmakers — vocational and avocational — find Fort Worden a place where improbable alliances may be forged and unique ideas come to fruition. Its environment supports people in stepping out of their daily routines to toy with new ideas. There is room for remarkable things to happen.



Option #2: Retreat & Conference Center

Who would come & what they would do

Fort Worden acts as “host” while its entrepreneurial hospitality partner recruits organized groups and independent visitors to take advantage of well-equipped meeting facilities, extraordinary gathering places, cozy overnight accommodations and enticing seasonal cuisine. Its reputation as a conference center grows as a place where people can focus on business and pleasure in an authentic Pacific Northwest historic waterfront environment.



Target Market

Visitors find Fort Worden’s unique setting conducive to team building and learning experiences. Families and conferee’s seek out Fort Worden because of its proximity to the Strait of Juan de Fuca and to Port Townsend’s lively art and restaurant scene.

- Individuals and groups interested in recreation, organized events, and educational conferences
- Up to 250 people at a time
- Social, Military, Education, Religious and Fraternal (SMERF) market
- Not the corporate conference market
- Free/frequent/fully independent travelers (FITs)



Activities

Fort Worden welcomes a broad public to experience retreat and renewal through a range of conferences and informal programs. On a year-round basis, it hosts diverse meetings, institutes, and special events presented primarily by independent non-profit organizations and small businesses as well as family reunions, weddings and communal events. Participants in these programs as well as independent visitors and the general public, all take advantage of public programs in the arts, history, environmental education and recreation presented by resident institutions and commercial partners.



Site & Facility Use Plan



Option #1: **Life-long Learning Center**

Public Use Zones



Option #2: Retreat & Conference Center

Site & Facility Use Plan



Option #2: Retreat & Conference Center

Site & Facility Use Plan



Site & Facilities

Elements & Changes Common to Both Options

- Develop a stronger sense of entry identity and visitor legibility by consolidating the primary services all visitors use.
- Strategically locate common use facilities including food, meeting space, library, gym, laundry and others in areas throughout the central Fort to foster visitor interaction and cross fertilization, access to services, and the ability to select the degree of personal engagement in the activities housed at the Fort.
- Strategically redevelop and locate housing to foster interaction, provide a range of housing types and scales. Build on the historic pattern of housing land use.
- In all cases reuse, upgrade existing buildings for appropriate uses for the building size and site location.

Changes Unique to Option #1: Life Long Learning Center

- New building for Artillery Museum
- Convert Centrum offices to classroom building
- Convert several buildings in existing “light industrial area” to studio, practice and gallery space
- Improve third floor of hospital for conversion to classroom space

Changes Unique to Option #2: Retreat & Conference Center

- Relocate Artillery Museum to Building 304
- Convert Centrum offices to spa
- Construct new 40-unit hotel building
- Convert several buildings in existing “light industrial area” to meeting and break-out rooms
- Convert hospital to hotel accommodations



Operations

Elements & Changes Common to Both Options

- Fort Worden remains a state public park with no entry fee.
- Fort Worden maintains and builds upon its National Historic Landmark status.
- Policies and agreements regarding operations are guided by Fort Worden vision, mission and values.
- Facility use would be coordinated through a single management body.

Changes Unique to Option #1: Life Long Learning Center

- Event programming would be managed through a new Fort Worden foundation, with events generated by resident institutions.
- Capital facilities would be maintained through a partnership agreement between resident institutions and State Parks.
- Public money would be focussed on the less glamorous things like utilities and infrastructure.
- Resident institutions (non-profit organizations) would upgrade highly-visible facilities (e.g.: the theater).
- The historic preservation tax credit would be used as incentive for private investment.

Changes Unique to Option #2: Retreat & Conference Center

- Event programming would be generated by outside groups and organizations renting facilities.
- Conference scheduling, lodging and food service would be managed by concessionaire.
- Facility use would be prioritized based on potential to generate revenue and lead time.
- Capital facilities would be maintained by State Parks in partnership with concessionaire.

Finances

Elements & Changes Common to Both Options

- Accommodations must be upgraded or renovated to provide a variety of lodging options.
- Technology capabilities must be improved.
- The park and activities must be actively marketed by a coordinating management body.

Changes Unique to Option #1: Life Long Learning Center

- Renovation costs approximately \$26 million.
- New Fort Worden foundation would generate revenue from rentals to resident institutions and lodging/food service charges to program participants.
- Net revenues to new foundation would fall short of levels necessary to fund all renovation costs. Funding from additional sources would be required.
- Primary risk is organizational risk of securing strong partners to attract activity to the park.

Changes Unique to Option #2: Retreat & Conference Center

- Renovation costs approximately \$32 million.
- Concessionaire would generate revenue from rentals to user groups and lodging/food service charges to user groups and guests.
- Net revenues to concessionaire would fall short of levels necessary to fund all renovation costs. Funding from additional sources would be required.
- Primary risk is market risk of attracting activity to the park.

What we do not know

Unknowns Common to Both Options

Improvement phasing and sequencing

How do we prioritize improvements?

Governance configuration development and evaluation

How will Fort Worden be operated? Who will be in charge? What will be the chain of command?

Market capacity assessment with multiple cycles for refinement

*What is the market for these options?
Can Fort Worden successfully attract year-round participants and expand the season?*

Unknowns regarding Option #1: Life Long Learning Center

Partner identification

What is the best mix of producing partners? Who will be part of the new Fort Worden and how will the selection be done?

Goal and objective conformation and detailed program development

How to make sure the goals and objectives for this option ring true for Fort Worden?

Partner collaboration and opportunity development

How will partners work together to reinforce and support each other's programs?

Fund raising capacity from foundation, corporate and individual giving.

Unknowns regarding Option #2: Retreat & Conference Center

Identification of and scope of work for concessionaire

How to find the right concession operator and define the extent of their powers?

Is there a corporate “venture partner” who will bring money to the table?

Detailed program development

What will the specific program for this option be?

Relationship of existing resident institutions to concession operator

How will existing programs fit into this option?

What do you think?

What excites you?

What concerns you?

What would you add?

What is sacred?